Table of Contents

Preface iii
Acknowledgement of Former Proceedings Editors iv
Academy of Management Organization. v

BUSINESS POLICY AND PLANNING. 1

1. The Permanence of Organizational Strategy, Warren Boeker, 2
2. Related or Unrelated Diversification: A Resource Based Approach, Sayan Chatterjee and Birger Wernerfelt, 7
3. Innovation in Internal Corporate Joint Ventures, Brian Golden, Edward J. Zajac, and Stephen M. Shortell, 12
4. Congruence Between Controls and Business Unit Strategies: Implications for Business Unit Performance and Managerial Job Satisfaction, Vijay Govindarajan and Joseph Fisher, 17
5. Board of Director Role Importance in Foreign Subsidiaries of MNCs, Mark P. Kriger, 22
6. Firm Growth, Industry Growth, and Business Failure, Wilbur N. Moulton and Howard Thomas, 27
7. A Longitudinal Comparative Analysis of Dialectical Inquiry, Devil's Advocacy and Consensus Aproaches to Strategic Decision Making, David M. Schweiger, William R. Sandberg, and Paula Rechner, 32
8. Predictors of Top Management Team Environmental Perception Accuracy: A Model and Propositions, Michael E. Shank, Carl P. Zeithaml, Richard S. Blackburn, and Andrew C. Boynton, 37
9. Organizational Antecedents to Strategic Issue Formulation, James B. Thomas and Reuben R. McDaniel, Jr., 42
10. An Empirical Test of the Performance Implications of Environment-Strategy Coalignment, N. Venkatraman and John E. Prescott, 47

CAREERS 52

11. Corporate Career Systems and Individual Career Profiles: A Longitudinal Analysis, Jeffrey A. Sonnenfeld, Maury A. Peiperl, and John P. Kotter, 53
12. The Relationship of Mentoring and Socioeconomic Origin To Managers' and Professionals' Early Career Progress, William Whitely, Thomas W. Dougherty, and George F. Dreher, 58

ENTREPRENEURSHIP. 63

13. Entry Order and Its Relationship to Market Share and Competitive Advantage: A Study of New Corporate Ventures, Alex Miller, William B. Gartner, and Robert Wilson, 64
14. Organizational Births: Perspectives on the Emergence of New Firms, Paul D. Reynolds, 69
15. Toward a New Venture Strategy Typology, Richard B. Robinson, Jr., Patricia McDougall, and Lanny Herron, 74

HEALTH CARE ADMINISTRATION. 79

16. Negotiating Strategically With Hospital Stakeholders, John D. Blair, Grant T. Savage, and Carlton J. Whitehead, 80
17. A Longitudinal Evaluation of Corporate Wellness Programs' Impact on Employee Medical Costs, William Q. Judge, 85
18. Technology and Task Design: An Assessment in Hospital Nursing Units, Jose Booth Quintana, S. Robert Hernandez, and Cynthia Carter Haddock, 90

INTERNATIONAL MANAGEMENT. 95

19. Examination of Cultural Response Bias, Dennis L. Dossett and Jeho Lee, 96
20. The Relationship of Diversification Strategy and Internationalization with MNE Performance, J. Michael Geringer, Paul W. Beamish, and Richard C. daCosta, 101
21. Values of American, Japanese and Taiwanese Managers in Taiwan: A Test of Hofstede's Framework, Rhy-song Yeh, 106

MANAGEMENT EDUCATION AND DEVELOPMENT. 111

22. Expatriate Management Development: Realizing the Learning Potential of the Overseas Assignment, John E. Beck, 112
23. Causes and Consequences of Academic Intransigence In Response to Demands for More Relevant Business Education, Benjamin M. Oviatt and Warren D. Miller, 117

MANAGEMENT HISTORY. 122

24. Strategy, Structure and Government Policy: An Industry and Case Study, Barbara Austin, 123
25. Herman Hollerith: His 100 Year Legacy, George E. Biles, Alfred A. Bolton, and Bernadette M. DiRe, 128
26. From Steel to Energy: The Evolution of a Diversification Strategy At United States Steel: 1945-1985, Stephanie E. Newell, 133

MANAGERIAL CONSULTATION 138

27. The Impact of Occupational Frame of Reference on the Perception of Critical Issues in Large-Scale Change Efforts, Teresa Joyce Covin, 139
28. An Empirical Study of Codes of Business Ethics: A Strategic Perspective, Fred R. David, 144

ORGANIZATION AND MANAGEMENT THEORY. 149

29. The Population Dynamics of Schumpeterian Competition, Philip Anderson, 150
30. Organizational Mortality in a Technological System, William P. Barnett, 155
31. Who Commits Corporate Wrongdoing: Predicting Illegal Corporate Behavior Using Event History Analysis, Melissa S. Baucus, 160
32. Responsiveness to Environmental Change: The Interactive Effects of Organizational Slack and Strategic Orientation, Joseph L. C. Cheng and Idalene F. Kesner, 165
33. Institutional Fragmentation and Organizational Change in the Health Care Sector, Jerry D. Goodstein, 170
34. A Longitudinal Study of the Change in Group Demographics, Sara Keck and Michael Tushman, 175

ORGANIZATIONAL BEHAVIOR 180

35. The Effects of Employee Ownership on Employee Behaviors, Aaron A. Buchko, 181
36. Some Practical Implications of the Hindsight Bias: A Meta-Analysis, Jay J. J. Christensen-Szalanski and Cynthia S. Fobian, 186
37. The Effects of Monitoring and Tradition on Compensation Agreements: An Experiment on Principal/Agent Dyads, Edward J. Conlon and Judi McLean Parks, 191
38. Developing and Testing an Expanded Model of Survivor Responses to Layoffs: A Longitudinal Field Study, Jeanette A. Davy, Angelo J. Kinicki, Christine L. Scheck, and Cynthia L. Sutton, 196
39. Consideration and Initiating Structure and Their Relationships With Leader Effectiveness: A Meta-Analysis, Bruce M. Fisher and Jack E. Edwards, 201
40. Self-Management Training for Increasing Job Attendance: A Follow-up and a Replication, Colette A. Frayne and Gary P. Latham, 206
41. Decision Making in Context: Social and Personality Correlates of Choices of Organizations, Martin Kilduff, 211
42. Alpha, Beta, and Gamma Change as Outcomes for Organizational Entry Research, John Schaubroeck and Stephen G. Green, 216
43. Repeated Task Difficulty Choices as a Function of Achievement Motivation, L. Allen Slade, 221
44. Procrastination in the Workplace: Dispositional and Situational Determinants of Delay Behavior at Work, Elizabeth Coote Weymann, 226

ORGANIZATIONAL COMMUNICATION. 231

45. Information Overload: A Test of an Inverted U Hypothesis With Hourly and Salaried Employees, Rodger W. Griffeth, Kerry D. Carson, and Daniel B. Marin, 232
46. Group Problem Solving in an Automated Environment: The Effects of Anonymity and Proximity on Group Process and Outcome with a Group Decision Support System, Leonard M. Jessup, David A. Tansik, and Thomas D. Laase, 237
47. Information Chains: Conceptual Foundations, Jack William Jones and Carol Saunders, 242
48. Communication Climate, Whistle-blowing, and the First-Level Manager: A Preliminary Study, John P. Keenan, 247

ORGANIZATION DEVELOPMENT. 252

49. Using Generative Metaphor to Intervene in a System Divided by Turfism and Competition: Building Common Vision, Frank J. Barrett and David L. Cooperrider, 253
50. A Review of the Literature on the Use of Parallel Learning Structure Interventions in Bureaucratic Organizations, Gervace R. Bushe and Abraham B. Shani, 258

PERSONNEL/HUMAN RESOURCES 263

51. Exercise Order and Assessment Center Performance, Peter Bycio, 264
52. Conceptual and Empirical Integration of Job Design and Job Evaluation, Michael A. Campion and Chris J. Berger, 268
53. Mentor Reactions To Proteges: An Experiment With Managers, Stephen J. Carroll, Jr, Judy D. Olian, and Cristina M. Giannantonio, 273
54. Predicting Managerial Performance: A Seven Year Assessment Center Validation Study, Glenn M. McEvoy, 277
55. The Predictive and Relative Validity of an Entry-Level Police Officer Assessment Center, Joan E. Pynes and H. John Bernardin, 282
56. Pay-Performance Relationships As a Function of Pay for Performance Policies and Practices, Donald P. Schwab and Craig A. Olson, 287
57. The Relationship of Organizational Context to Human Resources Management: An Empirical Test of Management Control Theory, Scott A Snell, 292

PRODUCTION/OPERATIONS MANAGEMENT. 297

58. An Analysis of Inventory Planning System Effectiveness in a Multiechelon Distribution System, R. Dan Reid and T. J. Wharton, 298
59. Organization Theory and Implementing JIT: Understanding Why As Well As What and How, Marshall Schminke and Stephen Chapman, 303

PUBLIC SECTOR 308

60. Federal-Employee Unions and the Budget: Implications for Union Growth, Marick F. Masters and Gerald Schoenfeld, 309
61. Policy Entrepreneurs: Catalysts for Innovative Public Policy, Nancy Roberts and Paula King, 313

SOCIAL ISSUES IN MANAGEMENT 318

62. Influence and Information in Organization-Stakeholder Relationships, Peter Kreiner and Arvind Bhambri, 319
63. Protection for the Well-Off: An Analysis of Firms That File Escape Clause Petitions, Stefanie Ann Lenway and Kathy Rehbein, 324
64. The Business Community and Poverty, Paul Steidlmeier, 329

TECHNOLOGY AND INNOVATION MANAGEMENT. 334

65. Effect of CAD on the Jobs of Drafters and Engineers: A Quantitative Case Study, Ann Majchrzak, 335
66. An Empirical Study of the Relationships Between Technology Strategy and Competitive Strategy, Francis C. Spital and Deborah J. Bickford, 340

WOMEN IN MANAGEMENT 345

67. Influence Tactics and Salary Attainment: A Study of Sex-Based Salary Differentials, George F. Dreher, Thomas W. Dougherty, and William Whitely, 346
68. A Note on Stress: A Meta-Analysis of the Relationship Between Sex and Occupational Stress, Joseph J. Martocchio and Anne M. O'Leary, 351
69. Does Gender Matter? An Investigation of Potential Artifacts In Research on Subordinate Evaluations of Male and Female Managers, Belle Rose Ragins, 356

POWER, NEGOTIATION AND CONFLICT MANAGEMENT INTEREST GROUP 361

70. Managing the Interest Groups in University Structures, Cynthia Hardy, 362
71. Cognitive Interpretations of Conflict: A Multidimensional Scaling Analysis, Robin L. Pinkley, 367

RESEARCH METHODS INTEREST GROUP 372

72. The Population Demography of Organizations: An Application in Retail and Service Establishments, Jeanne C. King and Allan W. Wicker, 373
73. Specifying Nonrecursive Models in Organizational Research, John Schaubroeck, 378

Abstracts of Papers Presented But Not Published 383
Author Index of Published Papers. 450
Author Index of Paper Abstracts 451